

1 February 1971

MEMORANDUM FOR: All Participants

SUBJECT : COS Feedback Conference

OBJECT:

To obtain from recently returned Chiefs and Deputy Chiefs of Station or Chiefs of Base, their views on the adequacy of their own preparation for their assignment and that of their subordinates at their most recent post. The findings will be used as part of a program to introduce improvements into the training system.

PROCEDURE:

There will be a brief explanation of the current operational training program and the recent CT feedback conference. Thereafter, the participants will be asked to speak for thirty minutes each, describing their stations and discussing the training preparation of their personnel along the lines set out below. Approximately fifteen minutes will be allowed for questions and discussion following each presentation. After all presentations are completed, the participants will be asked to formulate recommendations for the Office of Training concerning the gaps or weaknesses encountered in the training process.

SUBJECT MATTER:

- a. How do you feel in retrospect that the COS Seminar fell short in helping prepare you for your job as COS? (The agenda for the last COS Seminar is attached). Feel free to expound your own ideas on the topics, depth and emphasis which should be covered in that Seminar.

- b. What were the deficiencies among your junior officers in the following areas: tradecraft, language, mental attitude toward recruiting, cultural understanding, work of the cover installation, technical aids familiarity, reports writing ability?
- c. Weaknesses in preparation of supervisors to handle their supervisory functions?
- d. Deficiencies in preparation of all personnel for handling NOC officers?
- e. Shortcomings, in training of other types of Station personnel (middle level officers, clerical and support personnel)?

ADMINISTRATION:

Cars will leave from Hqs entrance GB-17 and 1000 Glebe Road on 24 February at 0800 for National Airport. Participants will be returned to their starting point at approximately 1730 on 25 February. Please phone any questions to [REDACTED]

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Seminar Coordinator

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